

USAID 1999-2000 Reform Roadmap

Progress in 1999, and Prospects for the Year 2000

The Agency is presently using a “Roadmap” to guide its efforts to enhance and strengthen the Agency’s reforms. The Reform Roadmap was drafted in response to requests from Agency staff and partners for a clear statement describing the goals and focus of USAID’s on-going reform efforts. The Agency Strategic Plan describes the overall mission of USAID and the goals we aim to achieve, and the International Affairs Strategic Plan describes how USAID goals and those of other foreign affairs Agencies work together to support U.S. national interests. These strategies describe *what we do*. To remain relevant and succeed, USAID must focus increasingly on *how we work* and look for ways to do our work more efficiently, with more continuous learning and adapting. Below is the vision of *how* we want to work as we enter the twenty-first century. This vision summarizes what we hope to achieve through reform.

Reform Vision

USAID seeks to evolve into a model twenty-first century international development agency that has the operational flexibility, technical skills, and institutional strength to meet twenty-first century global challenges. This means:

- ❑ Being dynamic and proactive in addressing both long-term development challenges and shorter-term crises that undermine sustained progress
- ❑ Selecting the most worthwhile goals, achieving success consistently, and demonstrating our impact
- ❑ Being recognized as a highly valued partner by our colleagues in other U.S. foreign affairs agencies, public, private and international donor organizations, and host country institutions
- ❑ Having a strong and flexible field presence which enables us to devise better programs, implement them more quickly, and avoid costly mistakes
- ❑ Applying the lessons of successes and failure systematically, and providing leadership in tackling complex problems that demand multi-agency or multi-donor responses
- ❑ Working more effectively and collaboratively with our implementing partners
- ❑ Improving our internal processes so that they are less costly to operate, more productive, and much more responsive to the customers they serve, both inside and outside of USAID

This vision calls for an organization that has USAID’s experience, field presence, and capabilities, but which is more consistent, flexible, responsive, and efficient than ever before. Achieving improvements requires organizational transformation from a traditional hierarchy model, in which work is fragmented into specialized tasks and there is intensive use of rules and regulations to specify appropriate action, to a more seamless structure, which focuses much more on desired outcomes and allows greater organizational flexibility for achieving them. A common starting point in reforming traditional organizations involves use of explicitly stated core values to guide behavior and decision-making from a higher plane. In this context, core values serve as a broad statement on the behaviors that are sought in a wide range of situations. USAID’s **five core values (Managing for Results, Customer Focus, Teamwork and Participation, Empowerment and Accountability, and Valuing Diversity)** are typical of organizations going through such a reform process. They serve as a centerpiece and reference point for all reform efforts.

Institutional reforms are typically introduced in a three-stage process involving design, implementation, and alignment phases. The latter phase is considered essential to success, as new systems must be adjusted to each other to work well. In USAID, the design phase for the reforms occurred during 1994 and 1995, and initial implementation for the next two years. Since 1998, the Agency has been engaged in aligning systems and approaches to benefit fully from the reforms. Since organization-wide reforms typically require three to ten years to become fully institutionalized, the next two to three years will be critical to consolidate changes and achieve tangible and lasting performance improvements. If we slow down at this stage, we will be left with an incompatible mix of old and new structures, guidance, and processes, and the desired performance improvements will not materialize.

The list below summarizes what we've accomplished during 1999, and what we expect to achieve over the coming year. The progress that we've made so far has been significant and wide-ranging, particularly to improve and reinvent systems in Washington so that they support field reforms. But more needs to be done, in particular to ensure that USAID staff understand the reforms, and embody the reforms' underlying core values. The reforms are still at their heart changes in values, and human behavior – changing mechanical systems can help to unleash staff from unnecessary burdens and requirements, but to be truly effective the USAID over the next year will need to redouble its effort to make sure that the reform's core values being inculcated into the Agency's culture.

The Roadmap had initially asked Operating Units, particularly those overseas, to undertake their own improvements, and to report back to the rest of the Agency as to their progress. The importance of fixing Washington-based systems first has been such a high priority over the last year that we've not inquired about progress at the field level. Given the successes over the last year outlined below, we will work more closely with field programs during FY 2000, to promote their own reforms, and to facilitate the sharing of best practices between programs.

WHAT HAS BEEN ACCOMPLISHED DURING FY 1999, AND TARGETS FOR FY 2000

• STRENGTHENING REFORM LEADERSHIP

Improve teamwork and decision-making at senior management levels, clarify reform leadership, recognize and reward executive leadership, and ensure authoritative interpretation of operational policies and procedures.

FY 1999 Accomplishments:

- ❑ New, core value-focused FS performance precepts have been approved for use beginning with the current (1999-2000) rating period.
- ❑ Through an Operations Governance Team, AA/M and AA/PPC are ensuring that staff and partners' questions and concerns about operational policy are addressed, reach closure, and are communicated.
- ❑ The Agency's Management Council, composed of our most senior career leaders in Washington, remains active in promoting reform, now focusing on resolving difficulties facing small missions, implementing important workforce planning and management recommendations, and on encouraging continued progress in A&A improvement.
- ❑ Joint State/AID working group in place and has been able to identify key areas for coordination.

FY 2000 Targets:

- ❑ ADS Chapters pertaining to the new FS performance precepts are published, all FSOs trained in the use of the precepts, and precepts applied for the 2000 promotion cycle.
- ❑ Results of State/AID Working Group leads to an Action Plan; Action Plan implemented during next 18 months.
- ❑ The OPS Governance Team will be integrated with other related activities; coordination among groups in USAID involved with the reforms improved.

- ❑ New incentives and awards will be fully in place.

- **IMPROVING AGENCY-WIDE SYSTEMS:**

Managing for results, funding allocation, acquisition and assistance, funds accounting, workforce management, information management, and policy and procedures guidance (ADS):

1. PROGRAMMING SYSTEMS

FY 1999 Accomplishments:

- ❑ Modest modifications, amendments and refinements to the ADS 200 Series covering Managing for Results, which do not require major policy decisions have been identified and revised.
- ❑ A new supplementary reference to ADS 202 clarifies the streamlined approaches available for documenting and approving activities and meeting Pre-obligation Requirements.
- ❑ Partner Guidance on Conflict of Interest has been broadly disseminated.
- ❑ Definition of “activity”, “results” and SO’s has been fully agreed upon by M and PPC, and incorporated into all aspects of the reforms requiring such clarification, such as the Management Cost Accounting, the MFR training effort, and the revisions to the ADS 200 Series.
- ❑ New ADS chapters 601 and 602 provide clear policies on the use of Program versus OE funds, and on forward funding.
- ❑ The Office of the Inspector General and USAID management have reached agreement on Management Decisions for two key audit recommendations related to results reporting.
- ❑ The R4 Assessment has been completed, and its conclusions and recommendations incorporated into the guidance for the next cycle. The R4 Guidance cable for FY 2002 was sent out December 3 1999.
- ❑ Reached formal agreement with the Inspector General on how results and indicators are to be evaluated by the IG. In addition, the Agency and Congress reached an agreement on how programs are to be presented to the Hill, by notifying by Strategic Objective, a major hurdle to providing flexibility to SO teams.

FY 2000 Targets:

- ❑ Major amendments to the ADS Series 200 requiring policy changes will be reviewed, drafted and incorporated into ADS. Fully revised ADS will be circulated and approved by April 30, 2000.
- ❑ Links between all series involved with Managing For Results, notably Series 200, 300, and 101, will be more effectively integrated.

2. FUNDING ALLOCATION

FY 1999 Accomplishments:

- ❑ In an attempt to improve the Operating Year Budget (OYB) allocation time from M/B to the Bureaus, the Office of Budget conducted four training sessions to educate Agency staff on the budget process. The FY 2000 BPBS guidance added new requirements for directives, and planning for the OYB began upon passage

of the FY 2000 House and Senate bills.

- ❑ In order to improve the OYB allocation process from the Bureaus to the mission level, M/B initiated a review of budget allocation best practices with the Bureau DPs, and planned to circulate the best practices guide to the bureaus before the FY 2000 OYB is set.

FY 2000 Targets:

- ❑ M/B will assess performance of the OYB allocation process and associated targets, from M/B to the bureaus and from the bureaus to the missions, in March and September 2000.

3. ACQUISITION AND ASSISTANCE

FY 1999 Accomplishments:

- ❑ USAID has awarded nearly 140 task-ordering contracts (which will reduce procurement lead-times and personnel effort) as well as two Global Leader/Associate grants, and, through a Business Process Improvement exercise, has adopted a streamlined process for consideration of unsolicited Grant applications.
- ❑ The Acquisition and Assistance Advisory Panel (AAAP) has been created as a setting for Agency-wide consideration of measures to improve the acquisition and assistance processes.
- ❑ Distinction between Cognizant Technical Officer (CTO) and Activity Manager agreed upon between PPC and M/OP, leading to major changes to the ADS, the MFR training and other issues.

FY 2000 Targets:

- ❑ USAID/W will implement procedures that encourage greater use of IQCs (both USAID and GSA instruments) and more efficient assistance instruments, in order to reduce the number of stand-alone actions.
- ❑ M/OP will complete reorganization of the operational divisions to align them more completely with the clients that they support.
- ❑ Analysis will be completed and recommendations put forth to the CIRB for decisions on the next steps for NMS/A&A (repair current version of A&A or replace with a COTS).
- ❑ A course on A&A for Cognizant Technical Officers (CTOs) will be implemented, along with a regimen of A&A related courses to be conducted on a regular basis, both at overseas missions as well as in Washington.
- ❑ A system designed to capture the three-year backlog of A&A mission data will be implemented overseas. Capture of the data will allow USAID to provide accurate and complete reports on our worldwide awards for the first time since FY 1996.

4. FUNDS AND COST ACCOUNTING SYSTEM

FY 1999 Accomplishments:

- ❑ A user needs assessment and an organizational analysis for the design of a managerial cost accounting (MCA) system was completed. A proposed model for MCA was developed, and the MCA model was tested at two USAID operating units.

FY 2000 Targets:

- ❑ The MCA model will be confirmed with additional USAID operating units, and the proposed accounting classification structure will be finalized. Final MCA requirements will be relayed to the financial system implementation team, and the MCA team will evaluate requirements to ensure coherence between MCA and the budget process structure.
- ❑ When the cost accounting subsystem of the core accounting system is implemented, MCA training will be provided to USAID users in Washington.

5. WORKFORCE MANAGEMENT SYSTEM

FY 1999 Accomplishments:

- ❑ An innovative approach for selecting, training and mentoring new Foreign Service personnel was developed. The first class of 23 Foreign Service New Entrant Professionals (NEPs) was brought on board, in addition to several mid-level hires and GS to FS conversions.
- ❑ A faster process for making FS assignments has been adopted for use in the 1999 and 2000 cycles.-- Implementation of a commercial off-the-shelf software program will significantly speed up the process in Washington of writing position descriptions and selecting civil service employees
- ❑ USAID identified USDA's National Finance Center (NFC) as a potential provider of payroll/personnel services.

FY 2000 Targets:

- ❑ The Agency will bring on approximately 60 additional Foreign Service New Entrant Professionals (NEPs) in FY 2000.
- ❑ COHO will be officially rolled out, with a customized database.
- ❑ The revised Position Management Policy and Procedures will be incorporated and issued in the ADS, in Series 102. The cost analysis model will be approved and disseminated, and the ceiling allocation process integrated.
- ❑ USAID will sign a Memorandum Of Understanding (MOU) with USDA/NFC, and NFC will begin providing USAID personnel/payroll functions by the end of FY 2000.
- ❑ The AIDAR appendixes on Personal Services contractors (PSCs) will be reformatted, revised and issued in the Federal Register. An ADS Series 300 chapter on PSCs will be issued, to assist in regularizing PSC awards.

6. INFORMATION MANAGEMENT SYSTEMS

FY 1999 Accomplishments:

- ❑ All Agency desktops, servers, centrally managed web connections, and all "mission critical" systems were made Y2K compliant.
- ❑ Agency baseline and target information technology architectures (ITA) were sufficiently defined to permit moving forward to buy software that will replace AID's existing AWACS/MACS systems.

- ❑ Award was made to American Management Systems (AMS) for their JFMIP compliant “Momentum Financials” core accounting system. A program management office under the CFO was established with integration/implementation responsibility. A Program Management Plan and Modernization Plan were prepared.

FY 2000 Targets:

- ❑ The Agency Information Management (IM) Strategic Plan is adopted.
- ❑ Improved information systems security measures are implemented, and progress in trying to ensure web access for all missions is continued.

7. AUTOMATED DIRECTIVES SYSTEM

FY 1999 Accomplishments:

- ❑ The ADS is easier to find, to follow, and to modify.

FY 2000 Targets:

- ❑ ADS Series 501, concerning how the ADS is to be managed and new series drafted, amended and approved, will be approved and implemented.

• IMPROVING WASHINGTON–FIELD RELATIONS:

Improve Washington–field relations with respect to program and staffing support to missions, information flow and coordination between field and centrally managed programs, and clarification of roles and responsibilities at the field level with respect to the Department of State:

FY 1999 Accomplishments:

- ❑ New understandings have been reached with the Department of State on how USAID's strategic planning, budgetary and reporting processes relate to the MPP and the International Affairs Strategic Plan. This is reflected in coordinated R4 and MPP guidance to the field.
- ❑ R4 reporting burdens have been reduced and Washington reviews streamlined. Comprehensive R4 guidance is now available on the "FY2001 R4 Guidance" site on the Agency internal home page.
- ❑ R4 Guidance has been refined, based on the first year's of experience with the new system, reducing AID/W second-guessing of Operating Units by 36 person years.
- ❑ New Web sites have been developed for MFR and reform issues. Significantly more information has been made available on the internet through a new Partners Page.

FY 2000 Targets:

- ❑ The Small Mission Study report will be adopted, the action plan approved, and all action items completed.

- **INTENSIFYING REFORM-RELATED TRAINING**

Leadership and program operations training program, and a new competency-based technical program:

FY 1999 Accomplishments:

- ❑ The Reaching for Results workshops have enabled 445 staff and partners from Missions in more than 45 countries to plan, manage, and report more effectively.
- ❑ Major new courses on program operations, contract and grant management, teamwork, and senior leadership are in the advanced design stage.
- ❑ Initial Senior Leadership training initiated.
- ❑ Background materials for use in developing the Computer Based Training (CBT) story boards for the Managing For Results (MFR) course completed.

FY 2000 Targets:

- ❑ Senior Leadership course will be refined, and expanded.
- ❑ Background material prepared by USAID for use in preparing the MFR CBT materials will be made widely available.
- ❑ MFR course design completed, two pilot training sessions carried out and evaluated in April and May. Using lessons learned from these pilots, A strategy for expediting the MFR training over the next four years will be developed and initiated.
- ❑ Teams and teamwork training modules will be designed and pilot tested.

Annex A

USAID Reform Roadmap Action Plan

1999-2000

The matrix in this annex lists the main reform tasks and completion targets.

This information will be used as a management tool to track progress and draft the Annual Performance Report section on USAID reforms for the Hill and OMB. The tasks listed in the matrix cut across units and focus on systems. The matrix is not a work plan for individual offices. This matrix focuses on Washington managed reform efforts. These are supplemented by reform efforts initiated by individual field missions per section VI of the roadmap.

The matrix will be revised periodically to record accomplishments and add new items as needed. Please contact Olivier Carduner, PPC and/or Carrie Johnson, M for questions and inputs.

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A. REFORM LEADERSHIP:

Tom Fox (AA/PPC) and Terry Brown (AA/M)

(Section last revised 04/01/1999 12:48 PM)

REFORM EFFORT	CONTACT	TARGET COMPLETION DATES			
		by March 1999	By September 1999	by March 2000	by September 2000
Improve Teamwork and Decision Making at Senior Management Levels	Terry Brown, AA/M Tom Fox, AA/PPC	A. Re-invigorate the AAs' lunches, with agendas and focus on "corporate culture" B. Develop new understandings/systems for State-USAID coordination	A. Succeed in completing workforce planning exercise, without relying solely on A/AID resolution B. Give detailed oral report on progress to Change-Agent Group. C. Issue new guidance on USAID-Dept of State coordination		
Clarify Reform Leadership	Terry Brown, AA/M Tom Fox, AA/PPC	Give monthly briefings to Tuesday Senior Staff meetings on Operations Governance and the Reform Roadmap	Initiate Roadmap Progress Review for Annual Performance Report to Congress.		
New core value focused performance precepts developed for FS promotion, tenuring and IDI graduation	Betsy Brown, M/HR Steve Gomez, M/HR	A. New performance precepts drafted 12/30/98 B. Precepts circulated for management approval and negotiated with AFSA 2/19/99	A. New precept guidance issued 4/27/99. B. Precepts applied for 1999 assignment decisions and 2000 prom. cycle	All relevant ADS chapters revised.	All FSOs training in use of new precepts. Precepts applied for 2000 promotion cycle 6/00
Agency awards and incentives policies, Procedures and processes reengineered & focused on promoting core values	Joann Jones, M/HR	Working group convened 8/98. Rollout of components of new Employee Recognition Program.	A. Reform proposal sent to A/AID for approval (4/99) B. Implementing policies/procedures drafted and cleared (5/99) C. Unicon negotiations completed (6/99) D. General notice issued for rollout of new program (7/99). Changes to on-the spot awards program, 4/99, new time-off program, 6/99. Changes to honor and special category awards, 7/99; develop new non-direct hire awards, USPSC and ITAAC of the year Award, 7/99	"Pot of Gold" policy, allocate funding of awards by bureau/office, 10/99; publish new ADS chapter and revise Agency guidance, 11/99.	
PPC-M Operations Governance Team ensures that issues of operational	Diane Lavoy, PPC Pam Callen, M/B	Report to Senior Staff on Operations issues resolved in past 12 months, and			

		TARGET COMPLETION DATES			
policy are resolved and communicated		priority issues targeted for 1999 resolution.	TBD		

B. AGENCY WIDE SYSTEMS

1. *Managing for Results: Dirk Dijkerman (DAA/PPC)*

(Section last revised 04/01/1999 4:08 PM)

REFORM EFFORT	CONTACT	TARGET COMPLETION DATES			
		by March 1999	by September 1999	by March 2000	by September 2000
A. Develop Cost Effective Approach to Implement Results Act and Related Legislation and reach agreement with OMB and Congress – this involves reviewing and adjusting USAID procedures for strategic planning and performance monitoring at both country and Agency levels.	Gerry Britan, PPC Olivier Carduner, PPC Fran Carr, PPC Jim Painter, M/B Barbara Bennett, LPA Jan Miller, GC	A. Begin discussions with Congress, GAO, OMB, and IG, partner organizations on resolving methodological issues related to GPRA performance planning and reporting. (10/98) B. Revise approach to Annual Performance Plan to better reflect methodological constraints to performance reporting and efforts made to address them (3/99) C. Revise approach to Annual Performance Report (3/99) D. Assess and share USAID and other donor experience on use of indicators with OMB, IG, GAO and other USG Agencies. E. Clarify USAID reporting requirements with respect to IASP (2/99). F. Provide content update to MFR training efforts.	A. Revise Agency Strategic Plan to address strategic direction and planning issues. B. Negotiate revisions to Congressional Presentation. C. Reach agreement with Congress, GAO, and OMB, on approaches to resolving planning and performance measurement issues. D. Develop Agency policy and decision making procedures to normalize country presence decision making. E. Participate in new training pilot efforts and assist in revising MRF related content. F. Revise ADS guidance pertaining to country, regional and global strategic planning and performance monitoring.	A. Ensure that revised GPRA and GMRA planning, monitoring and reporting work processes are fully supported by new financial and cost accounting software design.	A. Assess experience with revised GPRA systems and make adjustments if necessary to ensure cost-effectiveness.
B. Improve Quality and Cost Effectiveness of Performance Management	Gerry Britan, PPC Olivier Carduner, PPC Fran Carr, PPC	A. Develop improved performance measurement standards and guidance to	A. Revise ADS guidance pertaining to activity – level planning to maximize	A. FY 2002 R4 guidance incorporates adjustments based on experience.	

REFORM EFFORT	CONTACT	TARGET COMPLETION DATES			
		by March 1999	by September 1999	by March 2000	by September 2000
and Reporting by Operating Units	Jim Painter, M/B	operating units (TIPS 12 11/99). B. Improve flow of communication between Washington and field on experience with indicators. C. Revise R4 reporting guidance for FY2001 R4 to reduce cost and improve quality of reporting (12/99) D. Provide briefings to USAID and partner staff on R4 and MFR changes. E. Revise G Bureau R4 procedures to eliminate duplication with Mission R4s.	cost reduction advantages of decentralized planning while improving flexibility of response and linkage to Washington performance reporting. B. Review 1999 R4 experience and begin development of next year's guidance. C. Complete improved Goal area reviews to assess results achievement, plan budgets and identify most cost-effective performance assessment approaches, including use of standard indicators for agency-wide reporting.	B. Facilitate greater BHR integration with strategic planning and R4 procedures.	
C . Improve use of performance information in USAID/W strategy and budget decision making.	Gerry Britan, PPC Olivier Carduner, PPC Fran Carr, PPC Jim Painter, M/B	A. Develop plan to streamline process for using R4 information in production of APP, APR, ABS and Congressional Presentation (3/99)	A. Streamlined R4 to APP/APR/ABS/CP process implemented.	A. Assess degree to which revised approach improves results management and reporting quality.	
D. Assess and modify checks and balances in planning and performance management to assure quality of Agency programs.	Gerry Britan, PPC Olivier Carduner, PPC Fran Carr, PPC Jim Painter, M/B	A. Review and revise PPC role in Strategic Plan review and approval process to focus more on assisting units to achieve reasonable high quality planning standards. B. Provide inputs to M/HR for modification of promotion precepts to support effective results management (including risk taking)	A. Based on case studies, assess issues faced by units in developing effective strategies, develop appropriate responses to problem areas and identify best practices. B. Develop guidance for strategic planning and reporting in non-presence countries. C. Update Internal Control Assessment to include performance measurement standards		

B. AGENCY WIDE SYSTEMS cont.

2. Funding Allocation: Jim Painter (M/B)

(Section last revised 3/10/99)

REFORM EFFORT	CONTACT	TARGET COMPLETION DATES			
		by March 1999	by September 1999	by March 2000	by September 2000
Improve OYB Allocation Process from M/B to Bureaus	Pam Callen, M/B	Initiate inter-bureau business process improvement effort & develop recommendations (report completed 2/99)	A. Review & approve recommendations (5/99) B. Implement recommendations (5/99-12/00) C. Establish performance measures (begin 6/99)	Performance against first half FY 00 targets assessed	Performance against FY 00 targets assessed
Improve OYB Allocation Process from Bureaus to Missions	Program offices in regional bureaus		Regional bureaus initiate review of OYB transfer process, develop plan for streamlining, and establish funds transfer benchmark targets	Performance against first half FY 00 targets assessed	Performance against FY 00 targets assessed

3. Acquisition and Assistance: Terry Brown (AA/M)

(Section last revised 05/05/1999 03:45 PM)

REFORM EFFORT	CONTACT	TARGET COMPLETION DATES			
		by March 1999	by September 1999	by March 2000	by September 2000
Improve A&A system	Marcus Stevenson (M/OP) and Rodney Johnson (M/OP)	<ol style="list-style-type: none"> 1. Demonstrate increased use of multiple-award, task-ordering contracts. 2. Issue Guide to USAID's Assistance Application Process and To Submitting Unsolicited Assistance Applications. 3. Launch Acquisition and Assistance Advisory Panel as successor to PPAP. 	<p>A. Complete and implement BPis (streamlining).</p> <p>B. Establish and have full functioning A&A Advisory Panel (AAP) (teamwork).</p> <p>C. Complete OP organizational study and vet recommendations.</p> <ol style="list-style-type: none"> 1. Fully establish and operationalize the AAP. 2. Review the contracted OP organizational study and develop a set of recommended organizational changes/improvements 	<p>A. Implement an improved and fully integrated A&A Planning System (streamlining).</p> <p>B. Implement agreed upon recommendations and strategies for the organizational structure of OP in relating to clients (teamwork).</p> <ol style="list-style-type: none"> 1. Adopt an integrated A&A planning system which includes reasonable customer service standards. 	<p>Entire A&A system understood and integrated into agency strategies and reforms as opposed to being perceived a separate and stand-alone process.</p> <p>AA systems integrated into agency strategic and programmatic process.</p>
Training in Direct Support of A&A system	Cathy Smith, M/HR/LS	Recommendations of A and A Task Force implemented in HR/LS training plans - 6/98	<ol style="list-style-type: none"> 3. Prepare document reviewing alternative approaches to institutionalizing a fully integrated A&A planning system. 	<ol style="list-style-type: none"> 2. Prepare document reviewing alternative approaches to the organization and structuring of the overseas contracting activities. 3. Reformat and revise the AID Acquisition Regulation sections/appendices relating to personal services contracting. 4. Adopt agreed-upon recommendations for any organizational restructuring of OP, including aligning organizational structure to principal OP clients. 	

B. AGENCY WIDE SYSTEMS cont.

4. Funds and Cost Accounting System: Mike Smokovich (CFO) and Dirk Dijkerman (PPC)

(Section last revised 04/01/1999 12:53 PM)

REFORM EFFORT	CONTACT	TARGET COMPLETION DATES			
		by March 1999	by September 1999	by March 2000	by September 2000
Develop and Implement Management Cost Accounting System (MCA)	Sandy Owens (M/FM) and Tom Rishoi (PPC)	Finish MCA pilots	Completion of management cost accounting methodology	Software configuration identified	Software implementation in AID/W

B. AGENCY WIDE SYSTEMS cont.

5. Workforce Management System: Linda Lion (DAA/M/HR) and Rodney Johnson (M/OP)

(Section last revised 05/06/1999 3:20 PM)

REFORM EFFORT	CONTACT	TARGET COMPLETION DATES			
		by March 1999	by September 1999	by March 2000	by September 2000
FS Selection Boards policies, procedures, and processes reengineered	Ronnie Daniel	Completed 5/98			
Senior Management Group (SMG) policies, procedures and processes reengineered	Linda Lion	Completed 8/98			
FS open assignments policies, procedures and processes reengineered	Ronnie Daniel	Business Process Improvement analysis completed 10/98 Partial implementation of some recommendations completed 11/98		Full implementation of some recommendations completed 11/99	
GS merit promotion policies, procedures and processes reengineered	Tim Winchell	Analysis of problems completed 10/98 AMSS Briefed 11/98 Internal flow of SPARS/SF52s/SF50s revised 11/98 SF 52 MACRO in place 1/99 Training on Merit Promotion ADS chapter implemented 1/99 Final BPI report issued 1/99	On-line staffing pattern established 4/99 SPAR form replaced by SF-52 and all training completed 4/99.		
IDI recruitment program revitalized and streamlined	Audrey Minkley		IDI Recruitment SOP document completed 6/99 Class I of about 29 IDIs plus 6 mid-levels brought on board. 9/99	Class II of about 15 IDIs brought on board 3/00	Class III of about 35 IDIs brought on board 9/00

5. Workforce Management System cont.

(Section last revised 05/07/1999 7:20 AM)

REFORM EFFORT	CONTACT	TARGET COMPLETION DATES			
		by March 1999	by September 1999	by March 2000	by September 2000
New standardized and automated system (COHO) for GS position classification implemented. FS position management, position classification and backstop systems revised and modernized for USDH overseas and in USAID/W	Anita Stalls	Classification/Position Management Process Improvement Team established - 8/98 COHO purchased - 8/98 Data Base Administrators (3) trained; HR management and Team briefed - 10/98 Team divided into sub-groups to address various implementation issues - 11/98 Customization of COHO data base initiated - 11/98 Team Charter approved - 12/98 Performance Measurement Plan finalized - 1/99	Rollout of COHO conducted and new procedures and protocols tested – 6/99 Initial rollout reevaluated - 8/99 Procedures and protocols evaluated - 9/99 Coho user training completed (July) . Coho rolled out for modified use (August).	Customization of Coho database user training offered Administration of six-month performance.	Report on second rollout - 5/00
USAID/W position management plan developed	Larry Brown	Agency Position Management Review 1/99 Recommendations evaluated by M Bureau 3/99	Position Management Plan developed Action Plan Outline for review 5/99 AA/M approval 6/99 Agency Management Council endorsement 7/99 Position Management Plan Phased Roll-out Organization reviews consolidated in M/HR 7/99 Cost Analysis Process developed M/HR/PPIM, M/B and M/HR/POD collaboration 8/99	Cost Analysis model approved and disseminated 10/99 Ceiling Allocation Process integration 11/99	Position Management Policy and Procedures fully described and incorporated into a new ADS 102, reviewed and approved by the Unions, and issued. 4/00

6. Workforce Management System cont.

(Section last revised 05/17/1999 3:03 PM)

REFORM EFFORT	CONTACT	TARGET COMPLETION DATES			
		by March 1999	by September 1999	by March 2000	by September 2000
Guidance to Missions on Important Aspects of FSN Personnel Management	Tim Beaty		Draft completed for review by HR staff 4/99	Publish final guidance 12/99	
A new career-counseling program for both GS and FS employees worldwide designed and implemented.	Cathy Smith	This resource intensive effort will not be undertaken during the planning horizon.			
Commercial off-the-shelf (COTS) automated Human Resources system procured and installed to replace existing RAMPS system	Doug Brandi	Resource constraints dictate that this may well not be undertaken during the planning horizon.			
Regularize PSC competition and administration (consistency)	Rodney Johnson (M/OP)		TBD		

B. AGENCY WIDE SYSTEMS cont.

6. Information Management Systems: Rick Nygard (DAA/M)

(Section last revised 04/01/1999 1:01 PM)

REFORM EFFORT	CONTACT	TARGET COMPLETION DATES			
		by March 1999	by September 1999	by March 2000	by September 2000
Y2K Compliance on all USAID desktops, servers and internet web connections	M/IRM, J. Streufert		USAID desktops are Y2K compliant.	Evaluate status of other than mission critical systems.	Assure close-out of program for mission critical systems including lessons learned.
Web Access for all Missions	M/IRM, Darrell Owen		Identify Field solution for local Internet Services Provider (ISP) access.	A. Realign Agency communications budget for pay according to use. B. Take lessons learned from supplemental sites. C. Implement improved information systems security measures for AIDNET, critical systems and applications, and mission operations.	A. Procurement actions for pay according to use plan, where business cases called for service. B. Implement improved information systems security measures for program information technology initiatives.
Information Systems Modernization	DAA/M, R. Nygard, Chief Information Officer and M/FM, Mike Smokovich, Chief Financial Officer		A. Agency information technology architecture (ITA) is refined. B. IT capital investment to replace NMS AWACS approved and solicitation issued for commercial-off-the-shelf (COTS) core accounting system. C. Disciplined software acquisition project management practices are applied to COTS core accounting system acquisition. D. Modernization plan for integrated financial systems program developed	A. COTS core accounting system is procured and configuration of package is underway. B. IT capital investment planning & monitoring process is defined. C. Formal IT risk management processes are defined.	A. Agency Information Management (IM) Strategic Plan adopted. B. Agency ITA updated. C. JFMIP-compliant COTS core accounting system implemented in USAID/W to enhance resource management and overseas deployment plan is approved. D. IT capital investments approved & acquisition planning initiated to replace priority administrative systems.

6. Information Management Systems cont.

REFORM EFFORT	CONTACT	TARGET COMPLETION DATES			
		by March 1999	by September 1999	by March 2000	by September 2000
Computer Training Program implemented in Washington	Doris Hall, M/HR/LS	Completed.	Completed.		Training program for conversion from NMS version 4 to NMS version 5 (or its successor) completed 12/00
Training in Direct Support of IT reforms	Cathy Smith, M/HR/LS	Completed.	Collaboration initiated between M/IRM and M/HR/LS resulting in revisions of master training plan for IT professionals - 9/99		

B. AGENCY WIDE SYSTEMS cont.

7. Automated Directives System: Larry Tanner (PPC)

(Section last revised 05/11/1999 9:13 AM)

REFORM EFFORT	CONTACT	TARGET COMPLETION DATES			
		by March 1999	by September 1999	by March 2000	by September 2000
Improve ADS Accessibility	Larry Tanner, PPC Peggy Thome, M/AS	Define scope of ADS (Done) Develop Routine monthly notices to give authoritative updates. (Done)	Ensure staff access to CD roms thru Y2K-compliant computers.		
Improve ADS governance	Larry Laird, PPC		A. Revised Chapter 501 B. Improved quality of reviews C. Improved quality of drafting		
All HR ADS chapters finalized and all HR handbook chapters retired	Bob Egge, HR				
Revise ADS 200	Olivier Carduner, PPC Larry Laird, PPC	A. Identify inconsistencies in current ADS text and initiate revisions. B. Determine scope and timetable of substantive revisions per MFR System improvement work.	TBD	TBD	

C. WASHINGTON-FIELD RELATIONS (CONTACT and TARGETS TBD)

(Section last revised 04/01/1999 1:02 PM)

REFORM EFFORT	CONTACT	TARGET COMPLETION DATES			
		by March 1999	by September 1999	by March 2000	by September 2000
Increased and improved programmatic and staffing support to field Missions (esp. for small missions)	ENI: LAC: ANE: AFR: G: BHR:		TBD		
Increased and improved information flow and coordination between field and centrally managed programs	TBD		TBD		
Clarify roles and responsibilities of field Missions with respect to strategy coordination with Dept. of State.	Tom Fox, AA/PPC Ted Morse, PPC Olivier Carduner, PPC	A. R4 and MPP guidance coordinated with DOS (12/98 & 2/99) B. IASP revisions negotiated with DOS (1/99) C. Supplemental MPP guidance proposed to DOS for USAID field programs (2/99)	A. Guidance issued on State-USAID coordination at country-level		

D. REFORM-RELATED TRAINING: Cathy Smith (M/HR/LS)

(Section last revised 05/17/1999 3:04 PM)

REFORM EFFORT	CONTACT	TARGET COMPLETION DATES			
		by March 1999	by September 1999	By March 2000	by September 2000
Leadership and Program Operations Program, a new comprehensive training-learning curriculum for all categories of USAID employees worldwide, designed and implemented in five major skills of : Senior Leadership Managing for Results Leadership Teamwork Organization and Operations	Rita Owen, M/HR/LS	Completed.	Modules designed and piloted: Exec. Senior Training Reserve Group (ESTRG) formed – 05/99 Managing for Results Training Resource Group (MTRG) formed 06/99.	Modules designed and piloted: Sr. Leadership - 12/99 Managing for Results 01/00.	Modules designed and piloted: Leadership 07/00 CD Rom on Managing - for Results available to Missions.

D. REFORM-RELATED TRAINING cont.*(Section last revised 05/17/1999 3:08PM)*

REFORM EFFORT	CONTACT	TARGET COMPLETION DATES			
		By March 1999	by September 1999	by March 2000	by September 2000
Interim Leadership and Program Operations courses delivered pending full implementation of new comprehensive curriculum (see above)	Cathy Smith, M/HR/LS Rita Owen, M/HR/OD (Reaching-4-Results)	Completed.	A. Performance Based Contracting course delivered - 5/99 B. Orientation Course for New Mission Directors delivered - 6/99 C. Acquisition and Assistance Management for Mission Directors course delivered – 6/99 D. New Entry (IDI) course delivered – 10/99	A. Senior USAID managers enrolled in Foreign Affairs Leadership Seminar @ State - 1/00, 4/00, 9/00	Pilot program designed and staffed 12/00